

Col David W. DeFoliart is the Pacific Air Forces Civil Engineer. In this interview with the *Air Force Civil Engineer* magazine, he discusses current events affecting civil engineers within his large and diverse command, and why they are known as ...

The Enablers

AFCE: What types of support are Pacific Air Forces (PACAF) civil engineers providing to Operation ENDURING FREEDOM (OEF)?

Col DeFoliart: CE is playing a significant role here at headquarters and across PACAF. Immediately after the events of Sept. 11, we started 24/7 manning of two positions in the POSC, or Pacific Operations Support Center, PACAF's 24-hour command post. To back them up, we had two additional members manning the CE vault to receive and track CE taskings.

We soon found that taskings were moving too slowly through our normal organizational structure, so we reorganized our staff into a contingency-staff type of construct. In addition to a CE chief of staff, we established a personnel-administration cell and force beddown cell. They, along with the rest of the CE A staff, completed numerous "What if?" drills for this area of responsibility (AOR) and responded to numerous taskings both within and outside PACAF. We found this reorganization improved our ability to respond to all PACAF engineering planning and execution requirements.



Col David W. DeFoliart

Across PACAF, we have on average about 140 people deployed at various locations worldwide in support of OEF. Like all the other major commands (MAJCOMs), our various Air Force specialties are involved in build up and bed down operations. Diego Garcia falls within our AOR, so we're active in what's going on there. Civil engineers from Andersen Air Force Base's 613th Contingency Response Squadron, augmented by engineering craftsmen from Hickam AFB, deployed to Diego Garcia and to a base in Thailand in preparation for beddown in those areas.

For the first time GeoReach was used in a real contingency situation. GeoReach is a geospatial information and imagery program that uses satellite imagery to produce products that allow us to do advanced beddown planning. When OEF began, we were the only

MAJCOM up and running so PACAF became the Air Force's GeoReach web site. With the addition of six contract personnel to input raw data into the program, we were able to keep up with the ever increasing demand for informational products and, I'm happy to say, proved the worth of this system.

Since the web site stood up at the end of July, we've had more than 843,000 hits — a big success for the Air Force and Air Force CE.

AFCE: Did the Sept. 11 terrorist attacks against the United States impact PACAF civil engineer readiness priorities?

Col DeFoliart: PACAF is a forward-based command, so we're always thinking in terms of contingency and war fighting capability. We, like other MAJCOMS, report our equipment in the SORTS (Status of Resources and Training System). In the first stages of the operation, we turned that around to rethink how well equipped we were to handle an attack on a base. For example, we have enough gas masks for our UTCs (unit type codes) and our mobility people, but do we have enough masks for the base to recover if attacked? That's the type of thinking we did for all our resources. We looked to see how they impacted our ability to recover a base. Should something happen, CE has the preponderance of a base's ability to respond; either through its own in-house resources or through agreements it has with surrounding communities.

AFCE: Do PACAF CEs train or prepare differently than those in other commands when it comes to nuclear, biological and chemical warfare defense?

Col DeFoliart: PACAF's AOR is considered a high-threat area, so in some ways we are operating differently on a day-to-day basis. We recently developed a new chemical warfare CONOPS (concept of operations). It is not fully implemented yet, but we are working our way through it right now.

The old scenario was that if you got "slimed" on a base you would pretty much hunker down and wait for the "condition black" to be changed by the wing commander. Then you would either go back to business as usual or do business at a much slower pace in your MOPP 4 (Mission-Oriented Protective Posture) outfits. What PACAF did was return to some of the original science that has worked and some of the new science from recent live agent testing and found that in a chemical attack the whole base will not be equally slimed. Some areas of the base will be more contaminated than others, and one sector on my base may be operating in MOPP

level 2 while another sector is in MOPP level 4, depending on what the contaminate is. We won't have CE readiness troops in each sector to determine for people what level they should operate in, so there will be a lot more responsibility on the bomb loaders, aircraft maintainers and transportation folks to know the chemical CONOPS and be able to make judgments for their own safety as they go from sector to sector to do the job of producing sorties. This does increase risk to airmen because they are not being led by someone, but are making their own judgments; however, in the long run, it saves lives by returning the base to an operational mode where we're projecting airpower and not in a hunkered down survival mode.

We took that information and looked at our job — to produce aircraft sorties. The reason it's important to produce sorties is to keep us on the offensive and not provide the enemy an opportunity to fire again and resurface our bases with more chemical contamination. So it's important that if we get hit, we get up and running as fast as we can to eliminate the possibility of our adversary coming back on us.

In that respect, we do it much differently than the rest of the Air Force. As we implement and find problem areas that need to be emphasized we try to get that word out to the rest of the Air Force, because if war ever comes to the PACAF theater a lot of war fighting forces will come from other MAJCOMS. They'll need to be prepared to survive the way PACAF does business.

Also, as of January this year, CE is operations manager for RESTOPS, the Restoration of Operations exercises. We're testing new technologies and methods to operate more efficiently in a chemical/biological environment. Osan AB, Korea, is the main test base for that. These exercises are helping to build the level of knowledge we need to help improve the tools that the Air Force has to protect people and launch sorties faster.

AFCE: Are Aerospace Expeditionary Force taskings affecting the way PACAF CEs meet their home base requirements?

Col DeFoliart: The AEF Center deploys our folks, tasks them and does the redeployment planning. We fall in line just like all the other MAJCOMs do to support that. Yet, it does have an impact, and PACAF is no different than any other command in this regard.

Our squadrons are already tasked to maintain older infrastructure and facilities and do training, and with the additional home station workload they are pretty busy. Then there's the READY Augmentee program. Across PACAF wings, squadrons, to include CE, have been tapped to provide augmentees to support functions like Security Forces. So not only is the AEF pulling people out, but you've got READY Augmentees being pulled out, and that has added stress to our organization.

Right now, it's a different ballgame than what the

AEF construct was originally designed for, so people need to be flexible and understand there may be deployments outside the AEF or for longer than three months. CE has five career fields that are extremely stressed right now, and if you happen to be in one of those you're feeling more pressure maybe than other folks. This typically happens anytime you're doing force beddown — the civil engineers are the enablers.

If you look back at the way we were 10 or 15 years ago versus the way we are now, you would have to congratulate our Air Force senior leadership on the job they've done in making sure the Air Force is flexible and effective. That helps the military as a whole meet their requirements.

AFCE: What types of challenges do CEs face in accomplishing quality of life improvements on PACAF bases?

Col DeFoliart: When I was younger I used to think "quality of life" meant nice facilities. People now, I think, are smarter than I was and realize that quality of life is complex. There's more to it than just facilities and the part CE plays. For example, if you're a maintainer, you need the right spare parts so you don't have to do the work twice. Housing, workplace environment and more go into quality of life.

On CE's part, workplace quality of life is very difficult to do right now in PACAF with current funding. The command has migrated dollars out of SRM for three years in a row. As a result, our Facility Investment Metric (FIM) 5 numbers are \$20 million over what our FIM 4 was. This is not a good thing from CE's standpoint because it makes our job of keeping workplace facilities in good shape more difficult.

I don't think things will improve until the Air Force gets more total funding or until the priority for facilities increases, which I think is happening slowly. People have to keep in mind that bombs and bullets are pretty important too, especially when you look at what the Air Force is doing right now and the number of bombs we are dropping. We all know where the money will go first if we run short.

PACAF's housing program, on the other hand, is hugely successful. If an airman's work environment is not the greatest, but his or her family is living in a quality environment, then I think we have a good chance to retain that airman.

AFCE: Regarding PACAF's housing inventory, what kinds of revitalization efforts are underway as part of the Defense Department's directive to revitalize, privatize or demolish inadequate housing by 2010?

Col DeFoliart: Housing is a great success story for PACAF. The Family Housing Master Plan (FHMP) has really helped. Almost half our houses were not up to standards a couple years ago, but we've gained a much increased level of funding. There's \$102 million in the

2002 military family housing MILCON (military construction) to replace 102 units at Hickam AFB, HI, and improve 501 units at other bases in the command. Through the FHMP, we'll replace 761 units for \$155 million and improve almost 3,700 units, while privatization will improve 2,070 units in the near term and will ensure all 2,808 privatized units continue to be revitalized over the next 50 years.

Host nation programs at Kadena and Misawa Air Bases, Japan, will replace 270 units for \$169 million and eventually replace almost 3,300 units for \$2.1 billion. Over the next 10 years, 752 units will be constructed, which will erase the housing deficits at both.

Elmendorf AFB has a privatization project under contract that is taking care of 828 family housing units. It was awarded on March 15, 2001. That project involves conveying 584 existing units, constructing 420 new units, renovating 200 units and demolishing 176 units. It's changing the face of Elmendorf's housing very rapidly. It's expected to save the Air Force more than \$40 million over the project's 50-year life. Plus, doing the work using MILCON would have taken a lot longer. It is really accelerating the pace at which we can get the job done. A second privatization project at Elmendorf will take care of another 624 units.

The other privatization project we have underway is at Hickam. That one will convey 1,356 units and result in the improvement of about half of Hickam's inventory. The one thing that is unique in that project is that, because of Hickam's fairly nice location, the developer will renovate 36 units inside the base, even though those units won't transfer. They'll stay under the control of the base housing office. Renovating units without using taxpayer dollars, at least in the initial costs, is pretty nice.

AFCE: Do housing and utilities privatization play out differently on PACAF bases than on those in the continental U.S.?

Col DeFoliart: They do to some extent because with housing and utilities privatization on our U.S. bases in Alaska, Hawaii and Guam, we follow the same rules as the other stateside bases do. But in Japan, for example, the host nation is the owner of the utilities systems. So in the overseas locations there just isn't the opportunity to privatize as there is in the stateside locations. Right now, we're looking at utility and/or housing privatization projects at Andersen AFB, Guam; Elmendorf AFB and Galena and King Salmon Airports, AK; and Hickam AFB, HI — all stateside locations.

AFCE: How are plans for infrastructure revitalization at Wake Island progressing?

Col DeFoliart: At Wake, we have a funding stream that will bring infrastructure up to the minimum required for its wartime contingency tasking. We have \$9.6 million in the fiscal year 2002 MILCON program. We originally

had \$25 million, but it was cut to \$9.6 in congressional committees. What that money will do is fund the wharf and the marine bulkhead, providing access for contractors to bring in the heavy materials required for replacing airfield pavements, electrical, and so forth. You name it — it's in need of replacement on that island. The fuel systems are in reasonable shape, but other than that it needs a lot of work. The funding stream is basically \$25 million per year through 2006 to bring those systems up to necessary levels. This comes under the 36th Civil Engineer Squadron at Andersen.

The other thing that's being worked at Wake is, starting in 2003, the Air Force will pick up responsibility for funding the base operating support (BOS) from the Army. We're looking at enhanced-use leasing as a means to reduce our operating cost. This involves bringing on a tenant, private or government, who can co-exist with the Air Force and, as payment, provide either facilities or services. We've begun a marketing study to see what possibilities are out there, but it'll have to be something that truly benefits the Air Force and reduces our operating costs before we jump in.

AFCE: What role will PACAF CEs have in the cleanup and closure of operations on Johnston Atoll?

Col DeFoliart: The 15th ABW at Hickam has a detachment (Det 1) that accomplishes host management responsibilities on Johnston Atoll. What we're doing right now is working with those folks and the Air Force Center for Environmental Excellence (AFCEE) to develop demolition and cleanup plans. We've received \$26 million in a program budget decision (PBD) to contract the demo effort, and we also have a \$20 million environmental cleanup effort that will be executed over fiscal years 2002 and 2003. That should take care of our remaining environmental responsibilities at Johnston.

AFCE: The 554th at Osan recently became the first RED HORSE Squadron with both Air National Guard and Air Force Reserve Command components. What benefits do you see in this for the unit?

Col DeFoliart: The 554th is going to gain quite a bit. First, they will have a greater on-peninsula capability to do construction for wartime preparation as well as fighting, should a contingency start. RED HORSE maintains a full equipment set there, which reduces the airlift and personnel deployment requirements needed in that situation.

Also, over the last several years the active forces have lost some of their very specific expertise. We've become generalists in some ways. When the Guard and Reserve come in they'll bring their civilian expertise with them, resulting in opportunities for a cross-pollination of skills. I think it's a win-win arrangement for everyone, and it's a trend across the Air Force.